

## **The Role of High Performance Work System on Organizational Performance: Mediating Role of Workplace Bullying**

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### **Abstract**

*This study finds the relationship between high-performance work systems (HPWS) and organizational performance with the mediating effect of workplace bullying. This study includes the target population of educational sector of Multan, Pakistan. Sample consists for this study was 360 employees. The results support the hypotheses of this study. Organizational performance is positively affirmed by HPWS. Workplace bullying is negatively mediated the relationship between HPWS and organizational performance.*

**Keywords:** *HPWS, Organizational Performance, Workplace Bullying, Educational Sector, Pakistan.*

### **Introduction**

Since 2010, Human Resource Management (HRM) get great attention from the scholars. As the whole world convert into global village, competition for the organizations increases. HRM is a term used for the upper management of an organization, which deals with the recruitment, management, and provides direction for the employees of an organization. High Performance Work System (HPWS) is presented into different but interlinked group of human resource (HR) practices (like; selection, training, performance appraisal, compensation, design to enhance employee effectiveness, employee should have better skill more motivation). It is true that practices are the most important source to get advantage for the organizations with in the competitive market. But on the other side, it is not necessary that HR practices are done for the

reasons, such as a different background conditions, causal ambiguity or social hurdles (Barney & Wright, 1998). The linkage of HPWS Organization Performance had a major cause to promote the ethics, inimitability and matchlessness of employee's knowledge and skill (Wright, Gardner, & Moynihan, 2003). HPWSs enhance firm performances by improving in employee's satisfaction with job, commitment with their job, by creating attractive social climate along with less absenteeism and employee turnover rate, motivation from work, and psychological empowerment (Becker & Gerhart, 1996). Which in results give competitive benefit and improve performance outcomes. When these HR practices are aligned then the working rate of employees increases. Unspoken knowledge is the most valuable asset because it is difficult for the other opponents to copy or reproduce.

Organizational Performance consists on the output of the organization, which is measured against its planned outputs or decided goals and objectives of the organization. Specialist in the organization performance are involved in the strategic planning, operational, financial, legal and organizational development. Organizational performance (OP) is a most widely used term in the research area as a dependent variable after that it is also one of the undefined construct. From many years, there is a fight to conclude the exact meaning of the performance and another point is that it is not just limited to the field of strategic HRM. (Brewer & Selden, 2000) suggest a measure of organizational performance based on the perception of the organizational individuals. There is a lack of accord as to what level of constitute is a legal set of organizational performance and organizational effectiveness criterion (Kim, 2004). Literature has tend to focus on slim, efficiency-related procedures of presentation, and to reject other values such as justice and equality. This type of a narrow measures of performance can produce confusing results about organizational success (Brewer & Selden, 2000). Some more recent research done by, Murphy, Traylor, and Hill, on the scales of performance in entrepreneurial research, determined that, "The researcher should also consider discontinuing the use of the term in research because of the lack of construct validity for what we call performance is so clear". On the performance construct the main focus has almost completed on financially measures of act within the strategic field, (Rowe, Morrow, & Finch, 1995). Theoretically, it has observed that the value which is created by an organization with the value owner likely to obtain from the firm (Alchian & Demsetz, 1972).

The concept of workplace bullying has been introduced in early 1990s, which is very commonly happen in every type of workplace from any large organization to coffee shop or etc. It is actually a verbal, physical, social, psychological abuse and any dominating or frighten act which employees have to face within the working area by any person related to that workplace (Stale Einarsen, 2000). Which had been not possible for subjected person to face with hostile (Lim & Cortina, 2005). With the time being, researchers find the similarity between workplace bullying and sexual harassment which was another debated problem and had a severe impact on the well-being. The side effects are harmful for the organizations as well as the employees (Ayoko, Callan, & Härtel, 2003; Chen & Spector, 1992). Employees can withdraw or respond with acts of aggression. Due to this, the curve of outcomes for organizational productivity and level of groups turn down. Many past studies argued that high-performance work systems (HPWSs) enhance firm performance, as they increases individuals capital throughout the motivation, acquirement, and progress of the best talented employees (Nyberg, Moliterno, Hale

Jr, & Lepak, 2014; Piening, Baluch, & Salge, 2013; Posthuma, Campion, Masimova, & Campion, 2013). Theoretically, it has observed that the value which is created by a firm with the value owners likely to receive from the firm (Alchian & Demsetz, 1972). Usually, OP is calculated by some revenue or market value-related measures.

Different studies show with some negative and positive results by using various mediation methods to find the link between high performance work system and organizational performance (Menard et al., 2016). In past, researchers also indicated that there is a need to explore the contingent conditions like; up-to-date technology, strategies, organizational culture, team-building, and HR power to increases the worth of HPWS. In the current race of the present Era the organizations want to achieve competitive advantage from one and other. The hurdle for the organizations is that they have to face with the most common fact which is present in our day to day life that is workplace bullying. The purpose of the current study is to explore that the employees who are exposed to workplace bullying will effect the performance of organizations. For this study, introduction of Workplace Bullying work as a mediator between High Performance Work System (HPWS) and Organizational Performance.

### **High-performance Work System and Organizational Performance**

The Human Resource set ups that expand employee capabilities, assurance and output are frequently called “high-performance work systems” (HPWSs) (Sun, Aryee, & Law, 2007). The HR activities that SHRM philosophers take as work life performance enhancing are considered as high-performance work practices (HPWPs) (Huselid, 1995). The set of employee management’s practices, that definitely have impact on employee attitudes, inspiration and performances which are referred to be as HPWS. High Performance Work Systems represent a system or package of HR activities which are designed to improve employee’s skills, assurance and participation in such a way that employees turn out to be a source of sustainable benefit. HPWS are a bundle of Human Resource activities whose goal is to improve consumption of employee’s knowledge, abilities and set of abilities for the advantage of the organization. More precisely, HPWS improve organizational efficiency by generating situations where workers has become extremely interested in the organization and give their best to achieve its goals, in other words, by improving their worker’s vow to the organization and job satisfaction (Ramsay, Scholarios, & Harley, 2000). There are two collaborating and overlapping processes by which HPWPs improve organizational Performance.

One is, they provide workers, the Knowledge, Skill, Ability. KSAs required to complete job tasks and give both the inspiration and chance to do so (Delery & Shaw, 2001). Second is, HPWPs ease communication and collaboration between employees by expanding the inner social structure within firms (Evans & Davis, 2005). Together, these two points rise job satisfaction and assist employees to work more effectively and produce better results. The outcome of this, is the increased organizational performance and reduced employee turnover and help to improve vis-versa competitors. Over the years, due to its impact on organizational performance, Strategic human resource management has achieved both reliability and admiration. Thus, it is generally concluded that; (a) HR can be a source of inexpensive advantage, (b) HR activities can directly effect on workers attitudes and results, and (c) HRM at any stage is of great importance to approach execution. However, the role of HRM continues to suggest a lot of discussion as to what

it actually encircles. Boxall and Purcell (2000) specified that in SHRM most research and theoretical basis has been led from either a best fit or a best practice approach. The supporters of best fit argue that if the HR strategy is suitably combined with its specific organizational and environmental context, it will be more effective, while the researchers who follow the approach of best practice advocate that all organizations will be more affluent if they have recognized and implemented best practices to manage people.

The criticism on best practice approach is due to its universal nature and inadequate application to jobs and sectors where firm are trying to feat advanced technology. However, its values and procedures of 'good HRM' have 'significance to exercise as vital qualities of a firm's aptitude to compete in the selected market. HPWS is widespread, with its evidence that effective HR practices definitely narrate to improved employee inspiration and commitment,(Combs, Liu, Hall, & Ketchen, 2006).HPWS is grounded upon declaration that positive HR practices that indorse trust, association, and communication will provoke employee commitment and as a result attains better organizational performance. However, HPWS study has moved in other directions over the years. Researcherhad disapproved the tactical fit model of HPWS, based on the argument that it luxuries employees as a mere resource in order to increase financial performance and that it emphasis only on the welfares to firms, without giving necessary consideration to employee happiness. Even a superficial study of HPWS and the strategic fit model exposes that most of existing studies have been led at the organizational level and inclined to indulge the relationship between Human Resource and performance as one of reason and effect. We believe that as proposed by Walton (1985), its serious to organizational performance because others have that such a slender focus leads to a disregard of employee experiences and attitudes. Currently,firms are facing many hard competitions for the most best and valuable human resource and make many struggle to find the right person for the right place with new faces. Discoverers and technicians are in-front of the knowledge based economy, and their work has shown great contribution directly to their employer's performance, hence the organizations profit in them. However, the value of their capability and their inadequacy in the labor market, favor the advancement of discoverers and technicians (Flood, Turner, Ramamoorthy, & Pearson, 2001).

H1: High Performance Work System has significant effect on Organizational Performance.

### **High Performance Work System and Workplace Bullying**

The Human Resource (HR)practices which enhance the competency of employee's loyalty and productivity are called High Performance Work System (HPWS) (Appelbaumet *al.*, 2000; Dattaet *al.*, 2005). Strategic Human Resource Management has considered that HR practices that enhance the performance are also considered HPWS (Huselid, 1995). HPWS is a set of employee management practices that positively related to employee's attitudes, motivation and performance outcomes (Selset *al.*, 2006).It has indicated an arrangement of HR rehearses that are intended to upgrade worker's aptitudes, responsibility and inclusion with the association's work to such an extent, in which representatives turn into a wellspring of practical upper hand (Combs et al., 2006). Superior Work System is an arrangement of human asset rehearses whose goal is to get enhanced use of laborer's learning, aptitudes, and capacities KSAs for the advantage of the associations. (Sels et al., 2006). Be that as it may, a few researchers don't concur on a particular arrangement of works on containing on HPWS (BeckerandGerhart, 1996; Dattaetal., 2005),

practices can be classified into six stages. Staffing, Compensation, Flexible Job Assignment, Teamwork, Training and Communication. The goal of each training is either to choose, to create and to hold representatives, or to rouse them to deliver worker yield that improves upper hand. In addition HPWS builds the viability of the associations by building up a circumstance where representatives get greater contribution in the association, and work hard to accomplish its objectives, at the end of the day by expanding their activity fulfillment and responsibility of workers (Appelbaum et al., 2000). Numerous researchers had worked on the 'provocation and abuse at working environment' (Tepper, 2000; Harvey, Treadway, and Heames, 2007; Houshmand, O'Reilly, Robinson, and Wolff, 2012; Wu, Yim, Kwan, and Zhang, 2012). In reality, Workplace tormenting is sort of work environment provocation that included negative acts, for example, embarrassment, social prohibition and verbal manhandle (Einarsen, 2000). Past examinations had demonstrate that representatives confront 11.3% to 18.1% of work environment tormenting (Nielsen, Matthiesen, and Einarsen, 2010). A few specialists had been inspect the some developed work environment harassing, included request of occupation, part stressor and administration style (Hoel, Glasø, Hetland, Cooper, and Einarsen, 2010). Actually, Workplace bullying is one of the type of workplace harassment that involved negative acts, such as humiliation, social exclusion, and verbal abuse (Einarsen, 2000). Past studies show that employees face 11.3% to 18.1% of workplace bullying (Nielsen, Matthiesen, & Einarsen, 2010). Some researchers had been examined the some construct of workplace bullying, included demand of job, role stressor and leadership style (Baillien, Rodriguez-Muñoz, Van den Broeck, & De Witte, 2011). The side effects of workplace bullying are considered that the person can not defend easily by itself from the bad treatment of an offense of mistreatment. Some studies show that effect of workplace bullying had a positive impact to leave the job and to burnout and had a negative impact to the job satisfaction and commitment to the organizations (Glasø, & Einarsen, 2012; Trépanier, Fernet, & Austin, 2013). Most researchers had focused on the workplace bullying in different ways to give the solution to the upper management and employees that how they overcome the side effects of the workplace bullying, and show that how it effects the well-being of the workplace (Vie et al., 2012). Experience for the emotionally victims mediates the relationship of workplace bullying with the job satisfaction and intention to leave (Glasø et al., 2011). Researchers believe that Workplace Bullying have a negative effects through a cognitive process. Somehow, other psychological acts during exploring the bullying remains unknown (Penhaligan, Louis, & Restubog 2013).

H2: High Performance Work System has significant effect on workplace bullying.

### **Workplace Bullying and Organizational Performance**

In organizations where workplace bullying exists, one in every ten employees face bullying (Einarsen & Skogstad, 1996; Rayner, 1998). Mostly people who become the victim of bullying effects the organizational performance or tend to leave the job in the result of this experience (Rayner, 1998). In Workplace Bullying situation, one or more person who face the negative behavior of the others for a long period of time and in this condition, the victims found it difficult to defend themselves against the action of bullying (Lewis, 1999). Bullying behavior includes many acts like uncooperative eye contact, bad physical actions, hostile behavior and the spread of wrong rumors about the victim (Keashly et al., 2011). Naturally continuous

unconscious actions of bullying to the one or more employees result in feeling of irritation, stress and reduced performance on the job (Einarsen, 1999). Einarsen (2000), said that bullying occurs in a result of high levels of conflict (Zapf & Stan, 1999). Conflict means issues between two or more members on their ideas, desires, and wishes that effect on the over all outcomes of the organizations (Jehn, 1994). At the point when two in number rivals are in struggle between every others then it isn't consider as tormenting (Einarsen, Raknes and Matthesen 1994). There are two principles which highlight rehashed and continuing forceful conduct (a) that are expect to be inverse and see as threatening (b) by the beneficiaries (Einarsen 1999). Work environment Bullying show negative activities and hints done by at least one people . For this situation of the case that this dreary and negative act is applied by a gathering of people , It particularly implies as assaulting them (Žukauskas & Vveinhardt, 2011). For the associations and additionally the representative work environment harassing is really unfit to endure and it is included into the legitimate restriction and necessity of the representatives contract. Different investigations showed that, the regard and satisfaction of the mental contract in any work relationship is critical for numerous hierarchical practices and results (Hudson, Williams, Orviska, & Nadin, 2012). In mental contract, it gauges an arrangement of unwritten desires that is available between the relationship of workers and a businesses. It is said that the agreement has an elements that are not in a composed type of business, for example, a level of worker's dedication, profitability, nature of working existence of employee's, work fulfillment, and the state of mind of the adaptable workplace (Bloomsbury Business Library 2007). In Psychological contract, measures a set of unwritten expectations that is present between the relationship of employees and an employers. It is mentioned that the contract have a factors that are not in a written form of employment such as a level of employee's commitment, productivity, quality of working life of employee's, job satisfaction, and attitude of the flexible working environment (Bloomsbury Business Library 2007). By this, from the side of employees workplace bullying phenomenon constitutes a breach of the psychological contract, as it fails to guarantee the working life and safeguard victims of the workplace bullying.

H3: Workplace bullying has significant effect on Organizational Performance.

### **The Mediation Affect of Workplace Bullying on High Performance Work System & Organizational Performance**

The impact of workplace bullying highlights the presences for organizations to control the existence of the harmful act. Organizations in another places (included different cities and countries) where workers are responsible for the occurrence of the bullying in the working areas, are forced to control harmful acts and to increases responsibility in order to overcome them and make a safe & clear platform for work. The first step to deal with any situation is to explain on its path by empirically evidence. Platform where the self-styled, 'soft' disciplines, are providing with the importance of facts in the support of any case (Beatty, Huselid, & Schneier, 2003), while HR groups particularly, have been known a large popular in a pattern that are trying to prove its chance (Murphy & Zandvakili, 2000). The effects on the large size of the working area and the precautionary steps for workplace bullying, and outrage before many years when it is first to be discussed; the biggest weakness which is present in the literature of the workplace bullying, research and precautionary measures have not a standard and proper ways to control the effects of

the workplace bullying, which decreases the chance of those supporting needs for any preventive action. Many present papers deal with and focused on the issue that how we should measure workplace bullying (Staale Einarsen, Hoel, & Notelaers, 2009; Notelaers, Einarsen, De Witte, & Vermunt, 2006). At that time, many different researchers adopted distinct measurement methods (Matthiesen & Einarsen, 2004; Nielsen & Jensen, 2009; Notelaers et al., 2006).

The impacts of bullying, which are recorded have many affects on both person and organizations. These are some mentioned impacts on the workers included stress, impatience, tension, obsession, mood swings, helplessness, lower self-esteem, physical symptoms, social isolation and disturbed, psychologically ill, anger, despair, lower job satisfaction, and well-being (Lutgen-Sandvik, Tracy, & Alberts, 2007; Matthiesen & Einarsen, 2004). The workplace bullying has not only effected the victim. There are many ways to measure workplace bullying in any organization. Many researchers has been written on organizational or group effects, such as the atmosphere of the working area or the wanted to leave the job (Djurkovic, McCormack, & Casimir, 2008). According to past study, employee's move toward the behavior of anxiety which included attempts to find other options that are still allowed to achieve goals. Employees can respond or withdraw with the acts of aggressiveness, which directly effects the organization. All that responses have reduced the productivity of group and organizations. According to the facts, workplace bullying results in, embarrassment, extreme anxiety, or irritation. A person who is effected of bullying may choose to encounter productive behavior as a set of responses. Many counter behaviors held in the working place. Above mentioned results, include discomfited, aggressiveness and embarrassment. Discomfited is one reason to organizational aggressiveness, and happens when an establish goal-responses is intervene. Such acts are situationally constraints in the start of the work situation that stop the person to achieve the working goals (Peters, O'Connor, & Rudolf, 1980).

Employees have many methods to respond in the case of frustration, and all these efforts which may included harmful behaviors moves from basic complying to anger, firms aggression or disruption. Organizational frustration lower the scale of job's performance, absenteeism and interpersonal offensiveness. If these behaviors hinder with the organizational performance of task, that can damage the organizations. On the opposite side, representatives' activity toward authoritative animosity, incorporate resistance, excitement, stress and outrage (Chen and Spector, 1992). In past investigation, representatives' reactions to disappointment incorporate endeavors to discover different open doors that still permit to satisfy the objective. Representatives can leave or react with demonstrations of animosity straightforwardly impacts the association. Each one of these demonstrations diminishes the levels of gathering and association's profitability. Every one of the realities in light of past investigations that are tormenting, brings about misery, shame or aggravation, a casualty of harassment may take part in destructive practices as one arrangement of reactions. Without a doubt, the distinctive negative impacts of working environmental harassing, the most importantly past outcomes had a trouble of closing to concurred on its quality and an appropriate method to quantify, it debilitate the endeavors of numerous experts in associations like; first line administrators, HRM experts, advisors and authoritative therapists who ponder and have endeavor to determine this wonder. Not having the capacity to utilize sound, worthy and comparative proof, as an approach to benchmark and feature the shortcomings in the

'War' against tormenting, every one of the experts in association found that their shield against such terrible acts is undermined. Here some illustration is what hierarchical best administration would offer requests to a HR supervisor to take measures against work environmental harassing (cost are utilized for this measures), if HR chief isn't in a situation to demonstrate that there isn't any issue with tormenting at the authoritative level, utilizing diverse focuses like examinations, benchmarks and gauges. It found that, by not having a legitimate path about dealing with estimation, individuals are confronting the marvel at the authoritative level that do not have the fitting believability and their voice isn't being heard. Due to the work environmental harassing it lessens the level of occupation disposition. Closed from the most contemplated activity, mentalities incorporates, work fulfillment, and hierarchical responsibility, a couple of concentrates likewise have been researched that how tormenting effects function commitment (Rodríguez-Muñoz, Baillien, De Witte, Moreno-Jiménez, and Pastor, 2009).

Work engagement refers to a person with positive fulfilling, state of mind is related to his/her work, which is characterized by strength, commitment and absorption. Employees having great level of work engagement consider themselves with their work and have high levels of energy (Bakker, Schaufeli, Leiter, & Taris, 2008). Rodríguez-Muñoz, Baillien, De Witte, Moreno-Jiménez, and Pastor (2009) Researcher has declared that workplace bullying was an antecedent of job-related (negative) well-being, as mistreatments at workplace would wear out the victims and reduce the level of their work engagement. Based on previous empirical findings, the study predicts that workplace bullying is negatively related to work engagement. As the work engagement decreases due to the workplace bullying whenever the work engagement going down the organizational performance. As well as the outcomes of the organization also effect in bad manner.

H4: Workplace bullying has mediating role between High performance work system and organizational performance.

**Conceptual framework & Hypothesis**

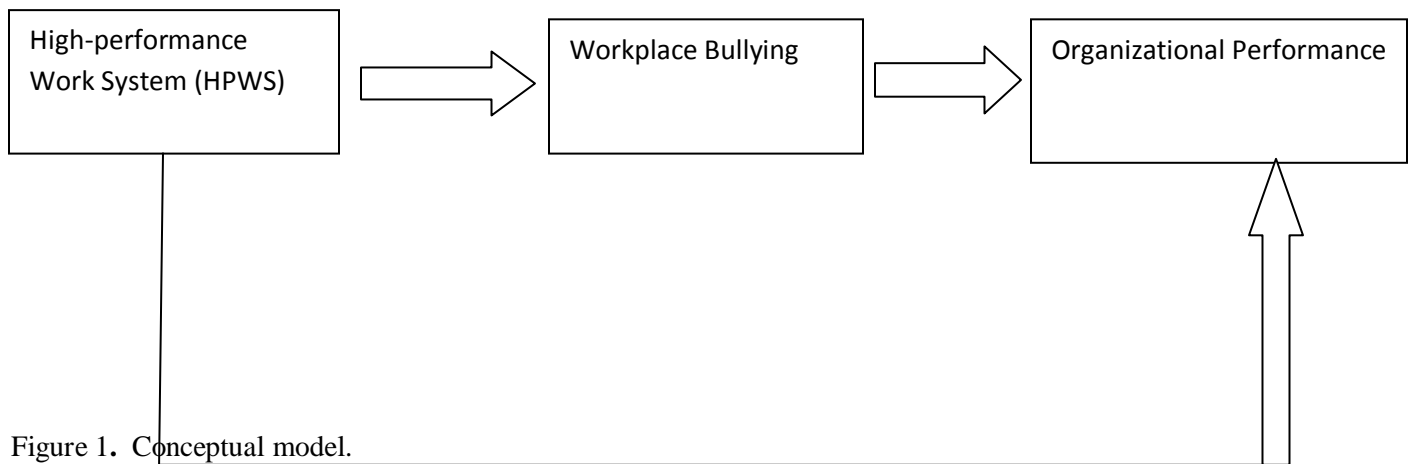


Figure 1. Conceptual model.



## Methods

### Sample and data collection

In last 10 years researchers presented in their study that after presenting the issues, research strategy and database is designed to select the components for the detail (Ghauri & Grønhaug, 2010). For this sample size, and techniques must be determined in the study, then the next phase of the study after specify the issues, suitable strategy for research and designing of databases is to select mechanism for required detail. For this purpose, at first inhabitants and consequently a section must be determined. Sample is just like a part of population chosen randomly by a define procedure for the study. It should represent all the characteristics of population in all aspects. It also should be free from biases. This study includes the target population of educational sector of Multan, Pakistan. Sample for this study is 360. In this study convenient sampling technique is used. Convenient sampling technique is a non probability sampling method that involves a collection of data from easily available participants of selected sample size. For field research, this place is much appropriate for the researchers as current city is a region of market places and workplaces. This study will use questionnaire for collecting data from different universities of Multan, Pakistan. Researchers consider questionnaire as, a stand single instrument of data collection that will be given to the participant through E-mails, phone or online. They have been long one of the most accepted data collection technique. It gives the researchers a chance to cautiously structure and make the data collection plan with precision. Respondents take these questionnaire at a suitable time and think about the answers at their own pace. The questionnaire can reach every corner of the globe if the medium allows for it.. This paper reports on human subject and have a table consisting of Gender, Martial status, Total Working Experience, Respondent Age, Educational Degree and Designation. Some parameters that are usually used to describe a data set are the measures of Central tendency and the measure of variability. The measurement of the variables is based on five point Likert scale ranging from strongly disagree 1, disagree 2, neutral 3, agree 4, strongly agree 5. According to given results, the respondent rate of male is 64.32% and the female is 35.68% and from those 25.11% are single and the rest of percentage which is 74.89 are married. Working experience of respondent set with the pattern of 0-3 years have a 36.99%, 4-6 years have a 22.08%, 7-9years have a 18.85%, 10-12 years have 13.65% while above than 12 years have 8.43%. Respondent age having below 25 are 18.75%, 26-30 are 45.79%, 31-35 are 26.47% and above 35 are 8.99%. Educational degree of respondent with Masters have 6.20%, F.A have 4.67%, B.A have 8.33%, M.A have 19.05%, M.Phil have 35.98% and P.Hd have 25.77%. Respondent on the designation of clerk 9.10%, lecturer 40.19%, Assistant Professor 25.54%, Associate Professor 15.28% and the professor have 9.89%.

**Table-1**

<b>Gender</b>	<b>Male</b>	<b>64.32%</b>
	<b>Female</b>	<b>35.68%</b>
<b>Martial Status</b>	<b>Single</b>	<b>25.11%</b>
	<b>Married</b>	<b>74.89%</b>

<b>Respondent Working Experience</b>	<b>0-3 years</b>	<b>36.99%</b>
	<b>4-6 years</b>	<b>22.08%</b>
	<b>7-9 years</b>	<b>18.85%</b>
	<b>10-12 years</b>	<b>13.65%</b>
	<b>Above 12 years</b>	<b>8.43%</b>
<b>Age</b>	<b>Below 25</b>	<b>18.75%</b>
	<b>26-30</b>	<b>45.79%</b>
	<b>31-35</b>	<b>26.47%</b>
	<b>Above 35</b>	<b>8.99%</b>
<b>Degree</b>	<b>Master</b>	<b>6.20%</b>
	<b>F.A</b>	<b>4.67%</b>
	<b>B.A</b>	<b>8.33%</b>
	<b>M.A</b>	<b>19.05%</b>
	<b>M.Phil</b>	<b>35.98%</b>
<b>Designation</b>	<b>P.hD</b>	<b>25.77%</b>
	<b>Clerk</b>	<b>9.10%</b>
	<b>Lecturer</b>	<b>40.19%</b>
	<b>Assistant Professor</b>	<b>25.54%</b>
	<b>Associate Professor</b>	<b>15.28%</b>
	<b>Professor</b>	<b>9.89%</b>

### Measures

The present study use the questionnaire based on survey for testing the research model. The questionnaire was developed after reading the literature and instrument used in this study, was adapted by already existing scales that are more suitable for the organizations. Items of high-performance work system were adapted and developed from the study of (Zhang & Morris, 2014). The sample items are explicit job analysis exists, compensation package is design on merit basis. Items of workplace bullying were adapted from the study (Staale Einarsen et al., 2009). The sample items are ignoring your opinions and do excessive monitoring of your work. Items of organizational performance were adapted from the study (Jobson & Schneck, 1982). Sample items that are made by organization has good impact on by knowledge and that items are also focused as improving skills to become more efficient. All the questions were close ended. Close ended questions involves following examples skill is a crucial determinant of compensation, training programmes are held for employees. All the developed items for this study were scored using the five-point Likert style. Before the survey, the developed instruments were checked by two experts to inquire about the problems with format, question uncertainty and the wording for the questionnaire of this study.

### Results

#### Validity

In smart PLS, first reliability and validity of the model need to be assessed. The validity is measured with the help of t-value, weight and significance. Validity has shown how well a test

has measured what it has claimed to be measured. The maximum value of original sample symbolic with  $\beta$  is  $>0.20$ , as well as the max. T-value is  $>1.96$  and the significance value which is represented with P value equal or  $\leq 0.05$ . In the table-1 the value of  $\beta$  is ranging from (0.36 to 0.65), T-value is ranging from (4.45 to 13.19), P-value is ranging 0.000. Hp1 indicates the question 1 of high performance work system. Op1 indicates the question 1 of organizational performance. Wb1 indicates the question 1 of workplace bullying and other questions have same indication. In this studies all the questions related to latent variables are valid.

**Table-2**

	<b>Original sample (O)</b>	<b>T statistics</b>	<b>P Value</b>
<b>Hp1-High Performance Work system</b>	0.631	10.899	0.000
<b>HP2-High Performance Work system</b>	0.654	13.192	0.000
<b>HP3-High Performance Work system</b>	0.636	12.551	0.000
<b>HP4-High Performance Work system</b>	0.554	9.865	0.000
<b>HP5-High Performance Work system</b>	0.430	6.365	0.000
<b>HP6-High Performance Work system</b>	0.510	8.273	0.000
<b>HP7-High Performance Work system</b>	0.628	10.921	0.000
<b>HP8-High Performance Work system</b>	0.602	9.391	0.000
<b>HP9-High Performance Work system</b>	0.458	6.866	0.000
<b>HP10-High Performance Work system</b>	0.532	8.669	0.000
<b>HP11-High Performance Work system</b>	0.569	9.838	0.000
<b>HP12-High Performance Work system</b>	0.459	7.358	0.000
<b>HP13-High Performance Work system</b>	0.360	4.808	0.000

	<b>Original sample (O)</b>	<b>T statistics</b>	<b>P Value</b>
<b>OP1-Organizational Performance</b>	0.616	10.240	0.000
<b>OP2-Organizational Performance</b>	0.573	7.845	0.000
<b>OP3-Organizational Performance</b>	0.526	7.170	0.000

<b>OP4-Organizational Performance</b>	0.511	8.481	0.000
<b>OP5-Organizational Performance</b>	0.560	9.249	0.000
<b>OP6-Organizational Performance</b>	0.368	4.454	0.000
<b>OP7-Organizational Performance</b>	0.469	7.214	0.000
<b>OP8-Organizational Performance</b>	0.452	6.271	0.000
<b>OP9-Organizational Performance</b>	0.554	10.094	0.000
<b>OP10-Organizational Performance</b>	0.542	8.946	0.000

	<b>Original sample (O)</b>	<b>T statistics</b>	<b>P Value</b>
<b>WB1-Workplace Bullying</b>	0.480	6.353	0.000
<b>WB2-Workplace Bullying</b>	0.614	8.423	0.000
<b>WB3-Workplace Bullying</b>	0.424	5.014	0.000
<b>WB4-Workplace Bullying</b>	0.515	6.762	0.000
<b>WB5-Workplace Bullying</b>	0.639	10.524	0.000
<b>WB6-Workplace Bullying</b>	0.465	5.609	0.000
<b>WB7-Workplace Bullying</b>	0.605	8.878	0.000

**Reliability**

Reliability is helpful to measure the consistency between the variables. In this study, it has measured consistency of the high performance work system, workplace bullying, organizational performance. The Maximum value of all the variables is range from (1-5). In the table-2, results range from minimum value is (1.0 to 1.96). By that results all the variables along their scales are reliable.

**Table-3**

	<b>VIF</b>
<b>HP1-High performance Work System</b>	1.962

<b>HP2-High performance Work System</b>	1.825
<b>HP3-High performance Work System</b>	1.593
<b>HP4-High performance Work System</b>	1.484
<b>HP5-High performance Work System</b>	1.319
<b>HP6-High performance Work System</b>	1.348
<b>HP7-High performance Work System</b>	1.534
<b>HP8-High performance Work System</b>	1.363
<b>HP9-High performance Work System</b>	1.397
<b>HP10-High performance Work System</b>	1.352
<b>HP11-High performance Work System</b>	1.285
<b>HP12-High performance Work System</b>	1.293
<b>HP13-High performance Work System</b>	1.142

	<b>VIF</b>
<b>OP1-Organizational Performance</b>	1.363
<b>OP2-Organizational Performance</b>	1.334
<b>OP3-Organizational Performance</b>	1.226
<b>OP4-Organizational Performance</b>	1.206
<b>OP5-Organizational Performance</b>	1.285
<b>OP6-Organizational Performance</b>	1.152
<b>OP7-Organizational Performance</b>	1.225
<b>OP8-Organizational Performance</b>	1.269
<b>OP9-Organizational Performance</b>	1.434
<b>OP10-Organizational Performance</b>	1.283

	<b>VIF</b>
<b>WB1-Workplace Bullying</b>	1.123
<b>WB2-Workplace Bullying</b>	1.187
<b>WB3-Workplace Bullying</b>	1.158
<b>WB4-Workplace Bullying</b>	1.203
<b>WB5-Workplace Bullying</b>	1.258
<b>WB6-Workplace Bullying</b>	1.250
<b>WB7-Workplace Bullying</b>	1.190

**Coefficient of determinant R square and adjusted R square**

Coefficient of determinant is also known as R square. It is statistically measured that how close the data is to the fitted regression line. Figure -2 indicates all the response rate of the variables around its mean. The Adjusted R<sup>2</sup> value shows the model goodness to fit that is how much research model is explained in the research conducted. The value of organizational performance is 0.484 and the value of workplace bullying is 0.413 that shows the impact of independent variable on dependent variable is 48.4% . The existing study also predict the same relationship.

**Table- 4**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Organizational Performance</b>	0.487	0.484
<b>Workplace Bullying</b>	0.415	0.413

**Mediation Test**

Mediation test can be conducted by using multiple regression, by using bootstrapping and by extensions method. In this study, mediation test is conducted by using bootstrapping method. The maximum value of original sample syombled with  $\beta$  is  $>0.20$ , as well as the max. T-value is  $>1.96$  and the signifance value which is represented with P value equal or  $\leq 0.05$ . In the given table, all the values lie with in the boundaries. Here, the hypothesis 4 has proved that Workplace Bullying work as a mediator between High Performance Work System and Organizational Performance.

**Table-5**

	<b>Original Sample</b>	<b>T-Statistics</b>	<b>P-Value</b>
<b>High Performance Work System -&gt; Workplace Bullying -&gt; Organizational Performance</b>	0.143	3.080	0.002

**Predictive relevance Q square**

Predictive relevance is another mean to evaluate the structural model. The maximum value of Q square is  $>0.00$ . In table-5 the value of organizational performance is 0.119 and workplace bullying is 0.106. All the values of organizational performance and workplace is  $>$  than 0.00 it indicates that variables are predictable for research.

**Table-6**

	<b>SSO</b>	<b>SSE</b>	<b>Q<sup>2</sup>= (1-SSE/SSO)</b>
<b>High Performance Work System</b>	4,407.000	4,407.000	

<b>Organizational Performance</b>	3,390.000	2,987.365	0.119
<b>Workplace Bullying</b>	2,373.000	2,120.890	0.106

**Size and significance of path co-efficient**

Path coefficient in smart PLS has done by bootstrapping. Path coefficients was a standardized version of linear regression weights which can be used in examining the possible causal linkage between statistical variables in the structural model. The maximum value of original sample syomblend with  $\beta$  is  $>0.20$ , as well as the max. T-value is  $>1.96$  and the signifance value which is represented with P value equal or  $\leq 0.05$ . In table-5  $\beta$  value of HPWS with organizational performance 0.536 is positive and significant which confirms the H1. On the other hand, the value of HPWS with workplace bullying 0.644 is also positive and significant, which confirms the H2 while the workplace bullying and organizational performance having value 0.220 is positive as well as significant, which confirms the H3 and H4. The results of this study lies with in the boundaries and supported the hypothesis.

**Table-7**

	<b>Original Sample (O)</b>	<b>T Statistics</b>	<b>P Value</b>
<b>High Performance Work System-&gt; Organizational Performance</b>	0.536	6.339	0.000
<b>High Performance Work System-&gt; Workplace Bullying</b>	0.644	15.983	0.000
<b>Workplace Bullying-&gt; Organizational Performance</b>	0.220	2.671	0.008

**F square effect size**

Effect size is a simple way to measure the difference between two distinct groups that have many benefits with the proper use of the tests of statistical significance. Effect size point out the size of the difference rather than confounding this with the sample size. Wetzels et al. (2009) developed standard effect size large= $.36$ , medium= $.25$ , small= $.1$ . In Table-6 the values of the  $f^2$  is present .The relationship of *high performance work system and workplace bullying* has a large effect size  $f^2$ , which is above than  $0.36$ .The effect size of high performance work system and organizational performance is  $0.327$ , which indicates that organizational performance has a medium effect size for high performance work system and workplace bullying has a small effect size for *organizational performance*.

**Table-8**

	<b>High Performance Work System</b>	<b>Organizational Performance</b>	<b>Workplace Bullying</b>
<b>High Performance Work System</b>		<b>0.327</b>	<b>0.710</b>
<b>Organizational Performance</b>			
<b>Workplace Bullying</b>		<b>0.055</b>	

**Significance of outer weight**

Outer weight reflects that it is a formative model, because in formative model outer weights measurement is required. To test the significance of outer weight in formative model, the bootstrapping approach has been used. In this test there are some significant indicators and some negative indicators. Petter et al. (2007) suggested that negative results should be removed but Nunnally and Brenstein (1994) have an argument that it may be changed in the theoretical aspects. Jarvis et al. (2003) also suggested that removal of the insignificant indicators has a negative effect on content validity of the formative model. So, the negative indicators in table-8 should not be deducted.

**Table-9**

	<b>Original Sample (O)</b>	<b>T Statistics</b>	<b>P Value</b>
<b>HP1-High Performance Work System</b>	0.218	3.253	0.001
<b>HP2-High Performance Work System</b>	0.175	2.857	0.004
<b>HP3-High Performance Work System</b>	0.135	2.213	0.027
<b>HP4-High Performance Work System</b>	0.190	3.190	0.002
<b>HP5-High Performance Work System</b>	0.118	1.947	0.052
<b>HP6-High Performance Work System</b>	0.089	1.484	0.138
<b>HP7-High Performance Work System</b>	0.167	2.735	0.006
<b>HP8-High Performance Work System</b>	0.240	4.011	0.000



<b>HP9-High Performance Work System</b>	0.003	0.046	0.964
<b>HP10-High Performance Work System</b>	0.080	1.410	0.159
<b>HP11-High Performance Work System</b>	0.186	3.536	0.000
<b>HP12-High Performance Work System</b>	0.063	1.209	0.227
<b>HP13-High Performance Work System</b>	0.087	1.559	0.120

<b>WB1-Workplace Bullying</b>	0.248	3.330	0.001
<b>WB2-Workplace Bullying</b>	0.341	4.446	0.000
<b>WB3-Workplace Bullying</b>	0.176	2.409	0.016
<b>WB4-Workplace Bullying</b>	0.228	3.045	0.002
<b>WB5-Workplace Bullying</b>	0.333	4.153	0.000
<b>WB6-Workplace Bullying</b>	0.116	1.331	0.184
<b>WB7-Workplace Bullying</b>	0.350	4.790	0.000

<b>OP1-Organizational Performance</b>	0.280	3.747	0.000
<b>OP2-Organizational Performance</b>	0.237	3.193	0.001
<b>OP3-Organizational Performance</b>	0.186	2.682	0.008
<b>OP4-Organizational Performance</b>	0.220	3.067	0.002
<b>OP5-Organizational Performance</b>	0.229	3.395	0.001
<b>OP6-Organizational Performance</b>	0.078	1.039	0.299
<b>OP7-Organizational Performance</b>	0.172	2.579	0.010
<b>OP8-Organizational Performance</b>	0.100	1.326	0.185

<b>OP9-Organizational Performance</b>	0.166	2.522	0.012
<b>OP10-Organizational Performance</b>	0.196	2.947	0.003

### Conclusion

The study is focused on the impact of the High Performance Work System and Organizational Performance with a mediating effect of Workplace bullying. In this study, different statistical techniques have been applied to find the evaluation and the results that showed, data is valid, reliable, and consistent. Based on the results, interpretations and discussions it is concluded that High Performance Work System plays an important and significant role to increase the organizational performance in the educational sector of Multan, Pakistan. HPWS is a source to strengthen the performance of the organization. Both have direct relationship with each other. If HPWS has developed then organizational performance will also improve. In this study, HPWS is positively related with the organizational performance. The result shows that Workplace Bullying has negative effect on the organizational performance. HPWS improves Organizational Performance directly but when Workplace Bullying works as a mediator between them, it effects the Organizational Performance, negatively. For the theory of social behavior, the current study shows the impact of workplace bullying on the educational institutes of all levels (small to international) including private and government. The scholar Serafeimidou and Dimou (2016) found that within the Europe many studies are conducted on “workplace bullying” and from the studies different results are revealed, this is due to the way to measure the bullying and also due to the different features of the country with respect to the country specific and culture specific. In this study, the workplace bullying shown a negative effect on the performance of organization which is most important for organizations at every level. Actually, it is the accomplishment of the psychological contract in any organization, and it is most important for firm’s behavior and outcomes (Tomprou, Nikolaou, & Vakola, 2012). Psychological contract includes that it is a group of expectations or belief which is not written, but it is a relationship between an employee and an employer. It is referred to the level of employee’s loyalty, work commitment, work output, satisfaction with job, and flexible job attitude, above mentioned active psychological responses are not included in the contract (Galanaki & Papalexandris, 2013) and when someone faced it in working environment it effect on the performance of that employee which is directly effect the performance. By the results of the present study, it has been concluded that there is a need to overcome the workplace bullying through different channels to get more outcome, and to get competitive advantage in the market. To the study, limitations are obvious. Firstly, the sample size is small, but large scale is also desirable. Secondly, there might be biases due to the use of convenient sampling technique. In the literature, many studies show different results which is due the cultural and countries difference effect Serafeimidou and Dimou (2016). However, by considering different model of workplace bullying dimensions studies found same results (Harvey, Treadway, & Heames, 2007; Houshmand, O’Reilly, Robinson, & Wolff, 2012). Thirdly, Different theories, related to high performance work system have been discussed to find the more clear impact of workplace bullying on organization performance. Finally, the focus of this study was on the employees of educational institute, without any age limit by including students would

further clear the concept of workplace bullying and its effects. In this study, dimensions of workplace bullying are not included which also effect the performance (Harvey, Treadway, & Heames, 2007; Houshmand, O'Reilly, Robinson, & Wolff, 2012). This research has recommend for the future studies to investigate the different dimensions of workplace bullying with different theories of HPWS. In this study, we had used workplace bullying as an overall factor. In future compare workplace bullying with financial factors if any available to better understand the impact of workplace bullying. Future research should include other factors influencing the performance of organizations such as, families support ,coworkers behavior or which can influence the other features present in organizations.

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